



8th Annual Contracts in Five

Designing Projects for Harris County - What You Need to Know

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GLEAM

Government Lean Engineering &
Architectural Management

“Let the Professionals do the Designing”

By
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Purpose

To obtain engineering and architectural consulting services in an economical and efficient manner.



Principles

- Let the professionals design; not “design by review”
- Good, fast, cheap, pick any two
- Fee curves are out of date, ill-suited method, to determine fair compensation
- Hold consultants responsible for errors they should have prevented



Design by Review Occurs When:

- A poorly defined scope exists
- Design manuals and/or published standards are nonexistent and/or not followed
- Acceptable standards are not clear
- Reviewers are not competent (scope creep and changes are not managed)
- Improper assessment of risks



Good, Fast, Cheap – Pick Any Two



- Stop dreaming, start designing!



Fee Consideration

- Fee curves discourage thinking and encourage mediocre engineering.
- Consultants will not work overtime for free to save you money.
- Level of effort is the proper method to determine the fee.
- If you are not sure whether a service will be needed, scope it as an additional service.



Hold Consultants Responsible

- Allow consultants to do their job and ensure they do it by asking big picture questions. (i.e. have you adversely impacted the sheet flow by raising profile? Not, “lower profile”.)
- Most of our consultant’s errors are in unit quantity “busts”. We hold the consultant responsible for the difference of what we paid vs what we should have paid. Consultants have an opportunity to review bid tabs for unbalanced bids before recommending an award.

QUESTION:

If a reviewer did not identify an error on the 30%, 50%, 75%, 95% and 100% reviews, then is it really an error or an “exception by excessive review”?

How to Start the GLEAM Process

- Determine project's critical path
- Determine what tasks can be completed in parallel
- Determine how decisions can be made early on with basic information and evaluating the risks



What are the Road and Bridge CIP Critical Path Items?

- Drainage solution to the project
- Obtaining ROW by condemnation (12 months)
- Corps of Engineer individual permits (12 months)
- Utility relocation (varies)

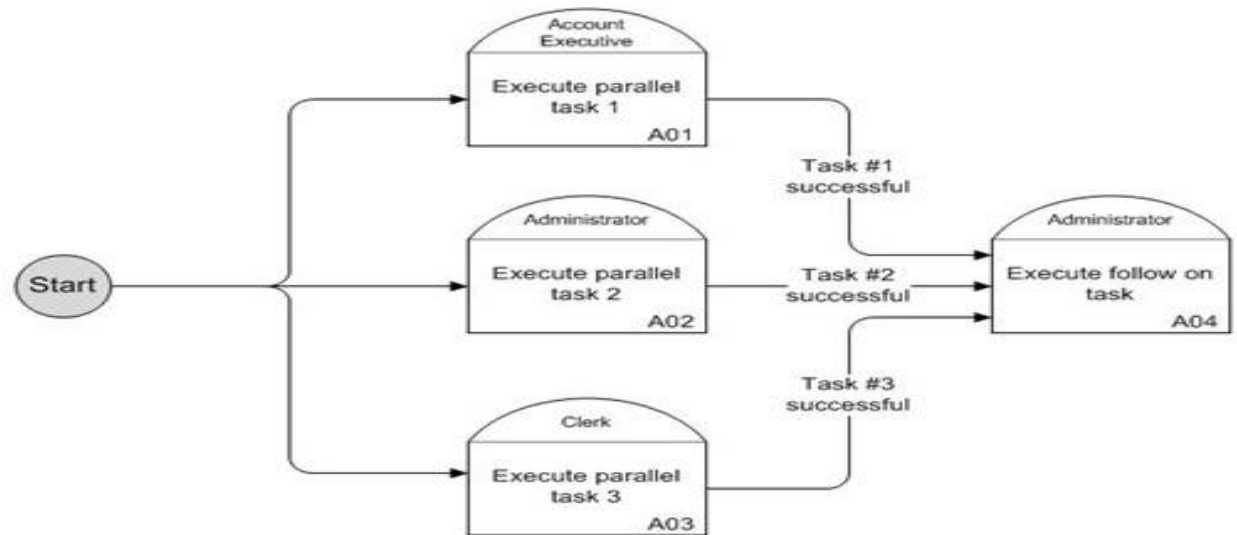


What Tasks can be Achieved in Parallel?

- Right-of-Way Acquisition
- Environmental Permitting
- Utility Relocation

This can be accomplished in parallel if you start with a well defined scope.

Parallel Processes



What Were Our Early Decision Points?

- Drainage mitigation methodologies due to potential need for right-of-way (detention pond site etc.)
- Roadway cross sections
- Identifying right-of-way tracts needed to be obtained
- Identifying how environmental permitting would be handled





Harris County Process

Study Report (6-8 months)

Defines the following items:

- Drainage type and configuration
- Pavement configuration
- Environmental Permitting requirements
- Utility conflicts
- Right-of-Way to be obtained

This report should encompass all the necessary data and obtain concurrence from stakeholders, in order to ensure the submittal of sealed drawings

Final Design (Typically 5 to 7 months)

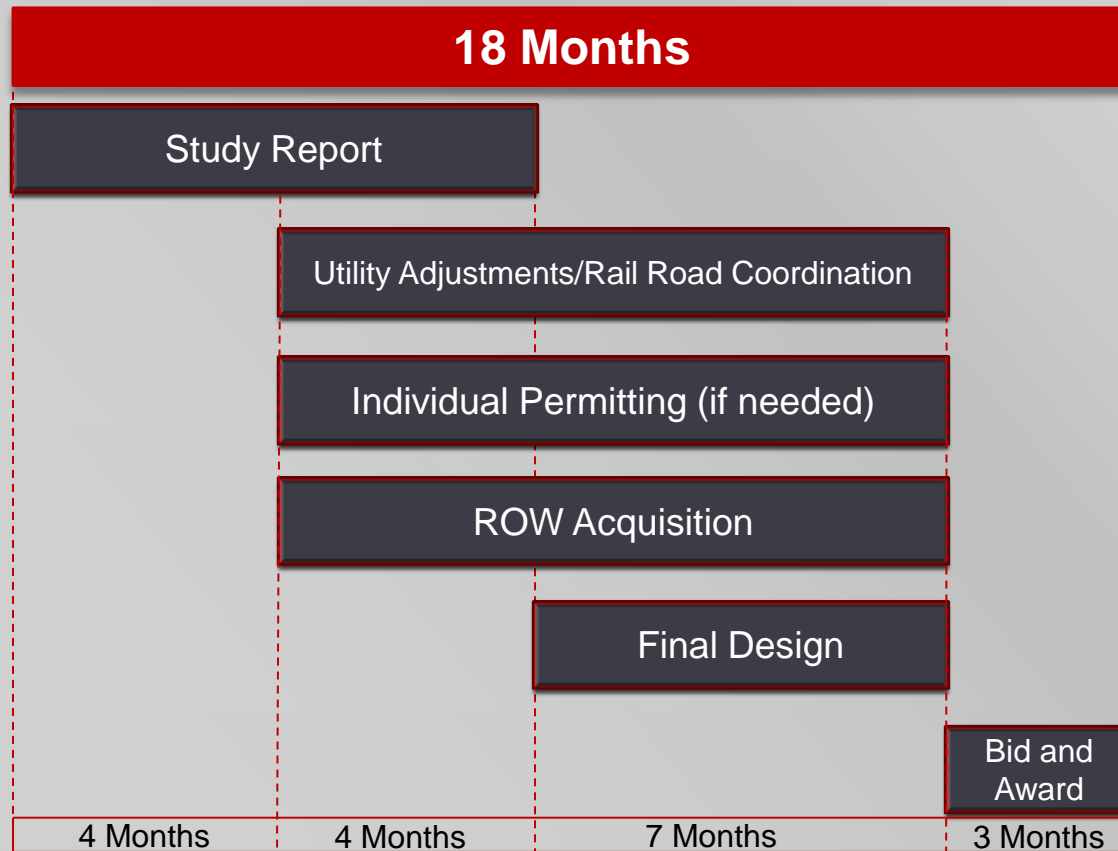
- Sealed drawings and bid package ready to publish

Systems for Success

- Group meetings should be held with agreed upon and documented decisions
- Leadership should always be available to make decisions
- The team should have a sense of urgency
- Encourage innovative or “outside the box” thinking




Harris County Model



How to Work for Harris County?

- Register your firm
- Introduce your firm
- Understand Harris County's criteria and processes





Professional Services Registry

Firms interested in providing future services to Harris County Engineering Department can register by submitting the following documentation.

- Standard Form 330 Part I and II
- Firm's State Registration Number
- Firm's Proof of Compliance with Tax Policy

Electronic information and/or questions can be submitted to:

HCPIDRegistry@hcpid.org

For more information please visit our website:

Eng.hctx.net/registry